



**LAMPIRAN 1a**

**DAFTAR KUESIONER**



## **KUESIONER**

### **ANALISIS KINERJA KARYAWAN DITINJAU DARI KEPEMIMPINAN DAN KEPUASAN KERJA PADA BANK MANDIRI KANTOR CABANG JEPARA**

#### **PENGANTAR**

Demi tercapainya tujuan penelitian ini, maka penyusun memohon kesediaan dari Bapak/Ibu/Saudara untuk membantu mengisi kuesioner atau daftar pertanyaan yang telah disediakan (terlampir berikut ini). Penyusunan skripsi dibuat dalam rangka memenuhi syarat untuk dapat menyelesaikan pendidikan Strata I (SI) pada Program Studi Manajemen Fakultas Ekonomi Universitas Muria Kudus, diperlukan data-data dan informasi-informasi yang mendukung kelancaran penelitian ini.

Atas kesediaan Bapak/Ibu/Saudara yang telah meluangkan waktunya untuk mengisi kuesioner penelitian ini, penyusun mengucapkan terima kasih.

Peneliti,

**RIO DANISA FELANI**

**NIM. 2010-11-142**

## IDENTITAS RESPONDEN

1. Nama : .....
2. Jenis kelamin : a. Pria  
b. Wanita
3. Usia : 1. Dibawah 20 tahun  
2. 21 – 30 tahun  
3. 31 – 40 tahun  
4. 41 – 50 tahun  
5. Diatas 50 tahun

### I. PETUNJUK PENGISIAN KUESIONER

Silahkan Anda memberikan tanda *checklist* (✓) pada kotak jawaban yang Anda pilih yang menunjukkan seberapa besar tingkat persetujuan atau ketidaksetujuan Anda terhadap pertanyaan tersebut. Skala berikut ini dipakai untuk mendefinisikan pengukuran dari jawaban yaitu:

**SS** = Sangat Setuju

**S** = Setuju

**RR** = Ragu-Ragu

**TS** = Tidak Setuju

**STS** = Sangat Tidak Setuju

## 1. Kepemimpinan

No	Pernyataan	SS	S	RR	TS	STSS
1	Pemimpin selalu memberi perintah dan tugas sesuai dengan prosedur yang ditetapkan.					
2	Pemimpin selalu memberikan perhatian dan bimbingan yang baik pada bawahan.					
3	Pemimpin selalu tegas dalam memberikan sanksi terhadap bawahan sesuai dengan ketentuan perusahaan.					
4	Pemimpin selalu memberi keteladanan yang baik sebagai seorang pemimpin.					
5	Pemimpin selalu memberikan tugas yang sesuai dengan pekerjaan bawahan.					
6	Pemimpin mampu mendelegasikan wewenang kepada bawahannya secara efektif.					

## 2. Kepuasan Kerja

No	Pernyataan	SS	S	RR	TS	STSS
1	Saya selalu menyelesaikan pekerjaan dengan baik sesuai prosedur yang ditetapkan.					
2	Saya selalu diikutsertakan dan aktif dalam organisasi perusahaan.					
3	Saya merasa kesempatan untuk maju di perusahaan sangat terbuka.					
4	Saya memperoleh gaji dan bonus sesuai dengan posisi dan jabatan.					
5	Saya merasa nyaman dan menjalin hubungan baik dengan rekan kerja.					
6	Saya merasa nyaman ditempat kerja dalam menyelesaikan suatu pekerjaan.					

### 3. Kinerja

No	Pernyataan	SS	S	RR	TS	STSS
1	Saya selalu menyelesaikan tugas sesuai dengan ketetapan perusahaan.					
2	Saya selalu menyelesaikan pekerjaan sesuai <i>deadline</i> /waktu yang ditentukan.					
3	Saya selalu hadir sesuai dengan jam kerja yang sudah ditentukan.					
4	Saya selalu menerima kritik dan saran dalam mengungkapkan gagasan dan perbedaan pendapat karyawan lain dalam perusahaan.					





**LAMPIRAN 1b**

**DATA VARIABEL INPUT HASIL TRYOUT**

**20 RESPONDEN**



### HASIL TANGGAPAN 20 RESPONDEN (Try Out)

No	Jenis Kelamin	Usia	Kepemimpinan							Kepuasan Kerja Karyawan							Kinerja Karyawan				
			1	2	3	4	5	6	X1	1	2	3	4	5	6	X2	1	2	3	4	Y
1	1	3	4	2	4	5	5	4	24	4	3	4	5	4	5	25	4	5	4	4	17
2	1	3	4	4	3	5	4	2	22	2	5	4	4	5	4	24	5	4	4	2	15
3	2	3	2	4	2	4	5	4	21	5	2	5	4	4	5	25	4	4	5	4	17
4	1	2	4	3	4	5	4	5	25	4	2	5	4	5	4	24	4	3	5	4	16
5	2	3	3	4	5	2	4	5	23	4	5	4	4	3	5	25	4	4	4	5	17
6	2	3	5	4	3	4	5	4	25	5	2	5	4	5	3	24	5	4	3	5	17
7	2	4	4	4	5	3	2	5	23	4	5	2	4	2	5	22	5	2	5	4	16
8	1	3	5	3	4	5	5	3	25	3	4	4	5	4	2	22	4	5	4	2	15
9	1	4	5	4	2	4	5	4	24	5	4	4	3	5	4	25	4	5	2	4	15
10	2	2	4	5	4	3	5	4	25	4	2	4	3	5	4	22	5	4	5	2	16
11	2	3	4	5	4	5	3	4	25	4	4	5	2	5	5	25	3	4	5	5	17
12	1	3	5	4	4	5	2	4	24	5	4	4	4	5	2	24	5	3	5	4	17
13	1	4	4	4	5	5	4	3	25	4	3	4	4	5	4	24	4	5	3	4	16
14	1	3	4	2	4	3	4	5	22	5	4	5	2	4	5	25	4	5	3	4	16
15	2	3	5	4	2	4	5	4	24	4	5	2	4	5	4	24	2	4	5	5	16
16	1	3	4	2	4	5	4	5	24	3	4	4	4	5	5	25	4	5	5	4	18
17	1	3	4	2	4	4	5	5	24	4	5	5	2	3	5	24	2	4	5	3	14
18	1	4	2	4	4	5	5	4	24	2	4	5	4	5	4	24	5	4	3	4	16
19	2	3	2	5	5	2	5	4	23	4	5	5	4	2	5	25	5	3	4	5	17
20	1	3	5	2	3	4	5	5	24	4	5	4	4	5	4	26	4	2	4	4	14



## **LAMPIRAN 2**

**HASIL TRY OUT (20 RESPONDEN)**

**VALIDITAS DAN RELIABILITAS**



## VARIABEL KEPEMIMPINAN

**Case Processing Summary**

		N	%
Cases	Valid	20	100.0
	Excluded <sup>a</sup>	0	.0
	Total	20	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha <sup>a</sup>	N of Items
-3.952	6

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

**Item Statistics**

	Mean	Std. Deviation	N
X1-1	3.95	.999	20
X1-2	3.55	1.050	20
X1-3	3.75	.967	20
X1-4	4.10	1.021	20
X1-5	4.30	.979	20
X1-6	4.15	.813	20

#### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X1-1	19.85	1.187	-.394	-3.697 <sup>a</sup>
X1-2	20.25	2.303	-.652	-1.243 <sup>a</sup>
X1-3	20.05	1.839	-.552	-1.985 <sup>a</sup>
X1-4	19.70	1.484	-.482	-2.668 <sup>a</sup>
X1-5	19.50	2.158	-.622	-1.494 <sup>a</sup>
X1-6	19.65	2.029	-.589	-1.851 <sup>a</sup>

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

#### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
23.80	1.326	1.152	6

### VARIABEL KEPUASAN KERJA

#### Case Processing Summary

		N	%
Cases	Valid	20	100.0
	Excluded <sup>a</sup>	0	.0
	Total	20	100.0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha <sup>a</sup>	N of Items
-4.298	6

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

### Item Statistics

	Mean	Std. Deviation	N
X2-1	3.95	.887	20
X2-2	3.85	1.137	20
X2-3	4.20	.894	20
X2-4	3.70	.865	20
X2-5	4.30	1.031	20
X2-6	4.20	.951	20

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X2-1	20.25	1.566	-.510	-2.588 <sup>a</sup>
X2-2	20.35	2.134	-.664	-1.270 <sup>a</sup>
X2-3	20.00	1.263	-.419	-3.495 <sup>a</sup>
X2-4	20.50	2.263	-.688	-1.427 <sup>a</sup>
X2-5	19.90	1.989	-.630	-1.597 <sup>a</sup>
X2-6	20.00	1.263	-.443	-3.391 <sup>a</sup>

#### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
X2-1	20.25	1.566	-.510	-2.588 <sup>a</sup>
X2-2	20.35	2.134	-.664	-1.270 <sup>a</sup>
X2-3	20.00	1.263	-.419	-3.495 <sup>a</sup>
X2-4	20.50	2.263	-.688	-1.427 <sup>a</sup>
X2-5	19.90	1.989	-.630	-1.597 <sup>a</sup>
X2-6	20.00	1.263	-.443	-3.391 <sup>a</sup>

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

#### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
24.20	1.221	1.105	6

### VERIABEL KINERJA KARYAWAN

#### Case Processing Summary

		N	%
Cases	Valid	20	100.0
	Excluded <sup>a</sup>	0	.0
	Total	20	100.0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha <sup>a</sup>	N of Items
-2.771	4

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

### Item Statistics

	Mean	Std. Deviation	N
Y-1	4.10	.912	20
Y-2	3.95	.945	20
Y-3	4.15	.933	20
Y-4	3.90	.968	20

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Y-1	12.00	1.474	-.523	-1.248 <sup>a</sup>
Y-2	12.15	1.713	-.590	-.811 <sup>a</sup>
Y-3	11.95	1.629	-.568	-.950 <sup>a</sup>
Y-4	12.20	1.011	-.411	-2.352 <sup>a</sup>

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
16.10	1.147	1.071	4





## **LAMPIRAN 3**

### **DATA VARIABEL INPUT HASIL JAWABAN**

**73 RESPONDEN**



### HASIL TANGGAPAN 73 ESPONDEN

No	Jenis Kelamin	Usia	Kepemimpinan								Kepuasan Kerja Karyawan								Kinerja Karyawan				
			1	2	3	4	5	6	X1	1	2	3	4	5	6	X2	1	2	3	4	Y		
1	1	3	4	4	2	2	5	3	20	4	4	2	5	4	4	23	4	2	4	5	15		
2	1	3	4	5	4	5	3	5	26	4	2	4	4	2	5	21	2	4	5	3	14		
3	1	3	5	2	3	4	2	4	20	3	5	4	2	4	2	20	4	5	3	4	16		
4	2	4	2	5	4	5	2	2	20	5	2	5	4	4	2	22	5	2	4	4	15		
5	2	4	2	2	4	2	5	4	19	2	4	4	5	2	3	20	4	5	4	3	16		
6	1	4	4	5	2	4	4	3	22	2	3	5	4	4	5	23	3	4	5	4	16		
7	2	2	5	2	5	3	4	5	24	4	4	3	5	5	4	25	5	4	4	2	15		
8	2	3	2	4	4	5	5	4	24	5	2	4	4	3	2	20	2	5	4	4	15		
9	1	3	4	5	2	2	4	2	19	2	4	2	4	5	2	19	4	3	5	4	16		
10	1	3	5	2	5	4	2	4	22	4	2	4	2	4	4	20	2	4	5	3	14		
11	1	4	3	4	2	5	3	4	21	5	2	3	4	5	3	22	5	5	4	2	16		
12	1	2	5	5	3	2	5	2	22	4	3	5	2	2	4	20	2	4	5	4	15		
13	1	2	4	2	4	5	2	5	22	2	5	4	5	4	5	25	4	5	4	5	18		
14	1	2	3	4	5	4	3	4	23	4	3	3	4	5	4	23	2	4	5	2	13		
15	2	3	4	2	4	2	5	5	22	2	3	4	5	2	2	18	5	4	3	5	17		
16	2	3	5	4	2	3	4	4	22	5	4	5	4	3	4	25	2	5	4	3	14		
17	2	3	4	5	4	2	2	5	22	2	4	4	5	4	5	24	5	5	4	4	18		
18	2	4	5	2	4	5	4	3	23	4	4	2	4	2	4	20	4	5	4	5	18		
19	1	4	4	3	2	4	5	4	22	4	2	2	3	5	5	21	2	3	5	4	14		
20	2	4	2	4	5	3	2	5	21	3	5	4	3	2	5	22	4	5	2	4	15		
21	1	4	4	3	4	2	5	2	20	5	2	4	4	5	4	24	5	4	3	4	16		
22	2	4	2	4	2	5	4	4	21	2	4	5	2	4	5	22	2	4	3	5	14		
23	1	3	5	2	3	4	2	2	18	5	2	4	4	2	5	22	3	4	5	4	16		
24	1	4	4	5	4	2	4	4	23	2	4	5	2	3	4	20	5	3	4	4	16		
25	1	4	5	4	5	4	2	4	24	4	5	3	5	4	2	23	3	4	4	5	16		
26	2	4	2	2	4	3	3	5	19	5	2	5	2	4	4	22	4	4	5	2	15		
27	2	5	3	4	5	4	3	2	21	2	5	5	4	5	2	23	4	3	5	5	17		
28	2	5	2	3	3	2	4	4	18	5	2	4	4	3	4	22	2	4	5	4	15		
29	1	4	5	4	2	4	2	4	21	2	4	4	5	4	2	21	5	4	3	4	16		
30	2	4	2	2	4	5	4	5	22	2	5	2	4	2	5	20	4	5	3	4	16		
31	1	4	5	5	2	2	3	4	21	4	4	4	5	2	3	22	2	4	5	4	15		
32	2	4	4	3	2	4	5	3	21	4	2	4	3	4	2	19	4	3	5	4	16		
33	2	4	2	4	5	4	2	5	22	2	4	5	4	5	5	25	5	2	4	5	16		
34	2	3	4	5	4	5	4	2	24	4	2	4	5	5	3	23	2	4	5	2	13		
35	1	3	3	4	5	3	5	4	24	4	4	5	4	4	5	26	4	3	5	4	16		

36	1	3	4	4	2	3	5	3	21	3	5	2	3	5	2	20	4	5	4	4	17
37	1	5	4	2	4	4	2	2	18	2	5	4	2	4	5	22	5	3	5	4	17
38	2	3	5	4	4	2	5	4	24	4	3	5	5	4	2	23	2	4	3	4	13
39	1	5	2	2	5	3	4	4	20	5	2	4	4	5	2	22	4	4	4	3	15
40	1	4	5	4	4	3	2	3	21	4	5	3	5	3	4	24	5	4	5	3	17
41	1	4	4	3	5	4	3	4	23	3	2	4	4	4	5	22	2	4	4	4	14
42	1	3	2	4	2	2	5	5	20	5	4	5	5	3	2	24	4	4	4	3	15
43	1	4	2	5	4	2	5	3	21	4	2	4	4	2	4	20	2	5	3	5	15
44	2	4	5	3	2	5	4	2	21	3	4	5	5	4	4	25	5	5	4	5	19
45	2	4	4	2	5	2	4	4	21	5	3	4	2	3	5	22	2	4	4	5	15
46	1	3	4	3	4	4	2	4	21	2	4	4	4	4	2	20	5	5	4	4	18
47	1	3	2	2	5	4	4	5	22	3	5	2	4	5	3	22	3	4	4	5	16
48	1	3	5	2	4	5	3	2	21	2	4	4	2	4	4	20	4	4	4	4	16
49	2	3	4	4	2	3	2	5	20	4	3	4	5	5	3	24	4	4	5	3	16
50	1	3	5	2	4	4	5	2	22	5	4	5	3	4	4	25	5	4	4	3	16
51	2	3	5	3	4	5	3	4	24	4	2	4	5	2	5	22	2	4	4	4	14
52	1	5	4	4	5	2	3	4	22	3	4	5	4	4	4	24	4	4	5	3	16
53	1	3	5	2	3	2	2	5	19	4	5	4	5	2	4	24	2	4	4	4	14
54	1	3	2	4	2	4	4	4	20	3	4	5	4	3	2	21	5	4	4	4	17
55	1	3	3	5	2	5	5	3	23	4	2	3	5	4	4	22	4	5	3	4	16
56	2	4	4	4	3	4	5	5	25	3	5	2	4	4	5	23	5	3	3	4	15
57	2	3	5	4	4	3	4	4	24	5	4	4	2	5	5	25	3	4	5	5	17
58	2	4	2	3	4	4	4	2	19	4	5	3	5	4	2	23	4	4	4	5	17
59	1	3	5	4	3	4	5	4	25	5	2	4	4	2	4	21	4	5	5	4	18
60	1	3	3	3	4	3	3	2	18	4	3	5	3	4	2	21	5	4	4	4	17
61	2	4	4	5	3	2	5	3	22	5	2	4	4	5	4	24	3	5	4	3	15
62	1	3	4	4	4	4	2	4	22	4	4	5	2	2	4	21	3	4	4	4	15
63	2	4	5	2	2	3	2	3	17	4	5	4	3	5	5	26	4	5	5	4	18
64	1	5	2	2	5	2	4	4	19	3	4	5	4	3	4	23	5	4	4	4	17
65	1	4	3	4	4	3	4	5	23	2	4	4	3	5	2	20	4	5	4	3	16
66	2	3	4	4	3	4	3	4	22	4	5	4	4	3	3	23	5	3	3	5	16
67	1	3	4	5	2	2	4	5	22	2	3	3	2	5	4	19	2	3	5	3	13
68	2	3	5	4	5	4	3	2	23	2	4	4	3	4	5	22	2	4	4	4	14
69	2	3	4	3	2	2	5	5	21	4	2	3	4	5	2	20	4	4	4	4	16
70	2	4	5	2	2	3	2	4	18	5	4	4	2	4	3	22	2	3	5	4	14
71	1	4	4	2	5	4	5	3	23	4	5	2	4	4	4	23	5	3	4	4	16
72	1	5	4	4	4	3	2	4	21	4	4	4	4	5	2	23	3	4	3	4	14
73	1	2	3	3	3	4	4	2	19	3	2	2	4	4	4	19	4	4	4	5	17



## **LAMPIRAN 4**

### **HASIL TABULASI SILANG**

**(*CROSSTAB*)**

## VARIABEL KEPEMIMPINAN DENGAN KINERJA KARYAWAN

**Case Processing Summary**

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
KEPEMIMPINAN * KINERJA KARYAWAN	73	100.0%	0	.0%	73	100.0%

**KEPEMIMPINAN \* KINERJA KARYAWAN Crosstabulation**

			KINERJA KARYAWAN			Total
			R	S	T	
KEPEMIMPINAN	R	Count	2	5	6	13
		Expected Count	2.7	7.1	3.2	13.0
		% within KEPEMIMPINAN	15.4%	38.5%	46.2%	100.0%
		% within KINERJA KARYAWAN	13.3%	12.5%	33.3%	17.8%
		% of Total	2.7%	6.8%	8.2%	17.8%
	S	Count	6	26	9	41
		Expected Count	8.4	22.5	10.1	41.0
		% within KEPEMIMPINAN	14.6%	63.4%	22.0%	100.0%
		% within KINERJA KARYAWAN	40.0%	65.0%	50.0%	56.2%
		% of Total	8.2%	35.6%	12.3%	56.2%
	T	Count	7	9	3	19
		Expected Count	3.9	10.4	4.7	19.0
		% within KEPEMIMPINAN	36.8%	47.4%	15.8%	100.0%

	% within KINERJA KARYAWAN	46.7%	22.5%	16.7%	26.0%
	% of Total	9.6%	12.3%	4.1%	26.0%
Total	Count	15	40	18	73
	Expected Count	15.0	40.0	18.0	73.0
	% within KEPEMIMPINAN	20.5%	54.8%	24.7%	100.0%
	% within KINERJA KARYAWAN	100.0%	100.0%	100.0%	100.0%
	% of Total	20.5%	54.8%	24.7%	100.0%

#### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.866 <sup>a</sup>	4	.097
Likelihood Ratio	7.136	4	.129
N of Valid Cases	73		

a. 4 cells (44.4%) have expected count less than 5. The minimum expected count is 2.67.

#### Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.312	.097
N of Valid Cases	73	



## VARIABEL KEPUASAN DENGAN KINERJA KARYAWAN

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
KEPUASAN * KINERJA KARYAWAN	73	100.0%	0	.0%	73	100.0%

KEPUASAN \* KINERJA KARYAWAN Crosstabulation

			KINERJA KARYAWAN			Total
			R	S	T	
KEPUASAN	R	Count	2	12	5	19
		Expected Count	3.9	10.4	4.7	19.0
		% within KEPUASAN	10.5%	63.2%	26.3%	100.0%
		% within KINERJA KARYAWAN	13.3%	30.0%	27.8%	26.0%
		% of Total	2.7%	16.4%	6.8%	26.0%
	S	Count	11	19	7	37
		Expected Count	7.6	20.3	9.1	37.0
		% within KEPUASAN	29.7%	51.4%	18.9%	100.0%
		% within KINERJA KARYAWAN	73.3%	47.5%	38.9%	50.7%
		% of Total	15.1%	26.0%	9.6%	50.7%
	T	Count	2	9	6	17
		Expected Count	3.5	9.3	4.2	17.0
		% within KEPUASAN	11.8%	52.9%	35.3%	100.0%

	% within KINERJA KARYAWAN	13.3%	22.5%	33.3%	23.3%
	% of Total	2.7%	12.3%	8.2%	23.3%
Total	Count	15	40	18	73
	Expected Count	15.0	40.0	18.0	73.0
	% within KEPUASAN	20.5%	54.8%	24.7%	100.0%
	% within KINERJA KARYAWAN	100.0%	100.0%	100.0%	100.0%
	% of Total	20.5%	54.8%	24.7%	100.0%

#### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.714 <sup>a</sup>	4	.318
Likelihood Ratio	4.790	4	.310
N of Valid Cases	73		

a. 4 cells (44.4%) have expected count less than 5. The minimum expected count is 3.49.

#### Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.546	.318
N of Valid Cases	73	



## **LAMPIRAN 5**

### **FREKUENSI DATA**

## FREKUENSI IDENTITAS RESPONDEN

**Statistics**

		Jenis Kelamin	Usia
N	Valid	73	73
	Missing	0	0

**Jenis Kelamin**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	42	57.5	57.5	57.5
	2	31	42.5	42.5	100.0
	Total	73	100.0	100.0	

**Usia**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	5	6.8	6.8	6.8
	3	32	43.8	43.8	50.7
	4	29	39.7	39.7	90.4
	5	7	9.6	9.6	100.0
	Total	73	100.0	100.0	

## FREKUENSI DATA VARIABEL KEPEMIMPINAN

**Statistics**

		X1-1	X1-2	X1-3	X1-4	X1-5	X1-6	X1
N	Valid	73	73	73	73	73	73	73
	Missing	0	0	0	0	0	0	0
Range		3	3	3	3	3	3	9
Minimum		2	2	2	2	2	2	17
Maximum		5	5	5	5	5	5	26

**X1-1**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	16	21.9	21.9	21.9
	3	8	11.0	11.0	32.9
	4	27	37.0	37.0	69.9
	5	22	30.1	30.1	100.0
	Total	73	100.0	100.0	

**X1-2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	21	28.8	28.8	28.8

3	12	16.4	16.4	45.2
4	27	37.0	37.0	82.2
5	13	17.8	17.8	100.0
Total	73	100.0	100.0	

**X1-3**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2	20	27.4	27.4	27.4
3	10	13.7	13.7	41.1
4	27	37.0	37.0	78.1
5	16	21.9	21.9	100.0
Total	73	100.0	100.0	

**X1-4**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2	20	27.4	27.4	27.4
3	15	20.5	20.5	47.9
4	25	34.2	34.2	82.2
5	13	17.8	17.8	100.0
Total	73	100.0	100.0	

**X1-5**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2	19	26.0	26.0	26.0



3	13	17.8	17.8	43.8
4	21	28.8	28.8	72.6
5	20	27.4	27.4	100.0
Total	73	100.0	100.0	

**X1-6**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2	15	20.5	20.5	20.5
3	11	15.1	15.1	35.6
4	30	41.1	41.1	76.7
5	17	23.3	23.3	100.0
Total	73	100.0	100.0	

**X1**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 17	1	1.4	1.4	1.4
18	5	6.8	6.8	8.2
19	7	9.6	9.6	17.8
20	8	11.0	11.0	28.8
21	16	21.9	21.9	50.7
22	17	23.3	23.3	74.0
23	8	11.0	11.0	84.9
24	8	11.0	11.0	95.9
25	2	2.7	2.7	98.6

26	1	1.4	1.4	100.0
Total	73	100.0	100.0	

## FREKUENSI DATA VARIABEL KEPUASAN KERJA

Statistics

		X2-1	X2-2	X2-3	X2-4	X2-5	X2-6	X2
N	Valid	73	73	73	73	73	73	73
	Missing	0	0	0	0	0	0	0
Range		3	3	3	3	3	3	8
Minimum		2	2	2	2	2	2	18
Maximum		5	5	5	5	5	5	26

X2-1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	18	24.7	24.7	24.7
	3	11	15.1	15.1	39.7
	4	28	38.4	38.4	78.1
	5	16	21.9	21.9	100.0
Total		73	100.0	100.0	

X2-2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	21	28.8	28.8	28.8
	3	9	12.3	12.3	41.1

4	27	37.0	37.0	78.1
5	16	21.9	21.9	100.0
Total	73	100.0	100.0	

**X2-3**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2	10	13.7	13.7	13.7
3	9	12.3	12.3	26.0
4	35	47.9	47.9	74.0
5	19	26.0	26.0	100.0
Total	73	100.0	100.0	

**X2-4**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2	13	17.8	17.8	17.8
3	9	12.3	12.3	30.1
4	32	43.8	43.8	74.0
5	19	26.0	26.0	100.0
Total	73	100.0	100.0	

**X2-5**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2	14	19.2	19.2	19.2
3	10	13.7	13.7	32.9

4	29	39.7	39.7	72.6
5	20	27.4	27.4	100.0
Total	73	100.0	100.0	

**X2-6**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	20	27.4	27.4	27.4
	3	8	11.0	11.0	38.4
	4	26	35.6	35.6	74.0
	5	19	26.0	26.0	100.0
	Total	73	100.0	100.0	

**X2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18	1	1.4	1.4	1.4
	19	4	5.5	5.5	6.8
	20	14	19.2	19.2	26.0
	21	7	9.6	9.6	35.6
	22	17	23.3	23.3	58.9
	23	13	17.8	17.8	76.7
	24	8	11.0	11.0	87.7
	25	7	9.6	9.6	97.3
	26	2	2.7	2.7	100.0
	Total	73	100.0	100.0	

## FREKUENSI DATA VARIABEL KINERJA KARYAWAN

**Statistics**

		Y-1	Y-2	Y-3	Y-4	Y
N	Valid	73	73	73	73	73
	Missing	0	0	0	0	0
Range		3	3	3	3	6
Minimum		2	2	2	2	13
Maximum		5	5	5	5	19

**Y-1**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	20	27.4	27.4	27.4
	3	8	11.0	11.0	38.4
	4	25	34.2	34.2	72.6
	5	20	27.4	27.4	100.0
	Total	73	100.0	100.0	

**Y-2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	3	4.1	4.1	4.1
	3	12	16.4	16.4	20.5
	4	39	53.4	53.4	74.0
	5	19	26.0	26.0	100.0
	Total	73	100.0	100.0	

**Y-3**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	1.4	1.4	1.4
	3	12	16.4	16.4	17.8
	4	36	49.3	49.3	67.1
	5	24	32.9	32.9	100.0
	Total	73	100.0	100.0	

**Y-4**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	5	6.8	6.8	6.8
	3	13	17.8	17.8	24.7
	4	39	53.4	53.4	78.1
	5	16	21.9	21.9	100.0
	Total	73	100.0	100.0	

**Y**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	13	4	5.5	5.5	5.5
	14	11	15.1	15.1	20.5
	15	16	21.9	21.9	42.5
	16	24	32.9	32.9	75.3
	17	11	15.1	15.1	90.4
	18	6	8.2	8.2	98.6
	19	1	1.4	1.4	100.0
	Total	73	100.0	100.0	



## FREKUENSI BERDASARKAN KATEGORISASI

**Statistics**

		KEPEMIMPINAN	KEPUASAN	KINERJA KARYAWAN
N	Valid	73	73	73
	Missing	0	0	0

**KEPEMIMPINAN**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	R	13	17.8	17.8	17.8
	S	41	56.2	56.2	74.0
	T	19	26.0	26.0	100.0
	Total	73	100.0	100.0	

**KEPUASAN**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	R	19	26.0	26.0	26.0
	S	37	50.7	50.7	76.7
	T	17	23.3	23.3	100.0
	Total	73	100.0	100.0	

# KINERJA KARYAWAN

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	R	15	20.5	20.5	20.5
	S	40	54.8	54.8	75.3
	T	18	24.7	24.7	100.0
	Total	73	100.0	100.0	





## **LAMPIRAN 6**

### **TABEL R, Chi-Square**

## **LAMPIRAN 7**

### **PERHITUNGAN $d_f$ DAN $C_{max}$**



### PERHITUNGAN df

$$df = (r-1) (c-1)$$

$$= (3-1) (3-1)$$

$$= 4$$

### PERHITUNGAN $C_{\max}$

$$C_{\max} = \frac{\overline{m-1}}{m}$$

$$= \frac{\overline{3-1}}{3} = \overline{0,667}$$

$$= 0,816$$





LAMPIRAN 8

TABEL r